



# Bankstown Community Plan

*Bankstown's future – in your hands*



# 2021





# The Community Vision

Bankstown's community is proud of its history and confident in its future as a thriving centre of Greater Sydney. Our diverse population will continue to live and work together in harmony.

Bankstown residents will enjoy the services and facilities of a prosperous, growing city with lively neighbourhoods and activities for people of all ages.

Bankstown will be a modern, active community with quality transport infrastructure, clean waterways, pristine bushland and great community spaces and parks.

February 2011

## **Bankstown Community Plan**

Consultation and research documents were compiled by Bankstown City Council. Thank you to all who contributed to the Plan.

### **For further information contact:**

City Strategy Unit, Bankstown City Council,  
PO Box 8, Bankstown NSW 1885

Phone: 9707 9484 Fax: 9707 9070

Email: [communityplan@bankstown.nsw.gov.au](mailto:communityplan@bankstown.nsw.gov.au)

Web: [www.bankstowncommunityplan.com.au](http://www.bankstowncommunityplan.com.au)

# Message from the Mayor



I am pleased to present to you the Bankstown Community Plan 2021.

The purpose of the Bankstown Community Plan is to capture the community's 10 year vision for the future and to guide Council in its planning and management of the local government area.

Based entirely on feedback from the community and our stakeholders this plan concentrates on seven City Directions for Bankstown in the next

ten years. The City Directions outline the community's aspirations for Bankstown by 2021.

In 2011, Bankstown's population is nearing 200,000 and is predicted to grow even more. There are both challenges and opportunities to create a city for our future generations.

This plan can only be realised in partnership with all tiers of government, residents and businesses and Council looks forward to working with you to achieve these priorities.

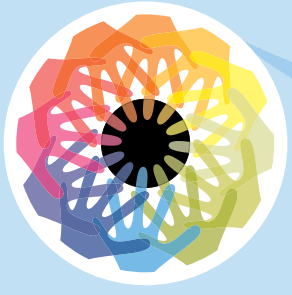
The bar has been set high, now we must all unite to realise the city's potential as a great place to live, work, invest and visit. I hope you will join me to deliver the Bankstown we all seek for the future.

A handwritten signature in black ink that reads "Tania Mihailuk".

Clr Tania Mihailuk

**MAYOR OF BANKSTOWN**





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# Overview

## Bankstown at a glance

Bankstown City Council acknowledges the original custodians of its land, both past and present. Bankstown is now known for its diversity and strong sense of identity. Shaped by its attractiveness to new migrants and its strong community spirit, Bankstown has grown from working class roots to a commercially diverse area with a focus on specialised industries and jobs for locals.

Bankstown is one of the few places in the state you can get to by road, train, car, boat or plane. The city is well serviced by two rail lines and major roads which offer quick access to Sydney, the international airport and other major centres.

The area is home to Bankstown Airport, the busiest general aviation airport in Australia, and industrial and technology centres such as the Condell Park and Milperra Industrial Precincts and Chullora Industrial/Technology Park.

Bankstown enjoys excellent health and education facilities, with Bankstown-Lidcombe Hospital, the University of Western Sydney Bankstown Campus and three TAFE campuses – Bankstown, Chullora and Padstow.

## Planning for the community

The Bankstown Community Plan acknowledges the area's history and identity and aims to realise the community's vision for the future.

While Council has a key role in shaping the future of our city, there are other key stakeholders who play a vital role – our residents, local business and industry, community organisations and state and federal agencies. The success of the Plan will lie in its ability to develop strong partnerships with our community and key organisations and take a coordinated approach to meeting the community's needs.



## About the Bankstown Community Plan

The Plan is a strategic document that outlines the 10 year vision for Bankstown and guides Council's activities to achieve this vision. Council's planning for asset, financial and workforce management will also be integrated into the Plan.

The Bankstown Community Plan is built around seven City Directions which have a set of goals and long term actions:

### City Direction

**Identify where we want to be in 2021**

### Goals

**What we're aiming to achieve under each direction**

### Long Term Actions

**How we plan to achieve each goal**

To make the Plan come to life, Council has prepared a four year Delivery Program and an annual Operational Plan to detail and report on our actions and achievements. The Delivery Program is reviewed in line with Council's electoral cycle to ensure it is meeting the outcomes sought within the Bankstown Community Plan.

The Plan's progress will be tracked against major trends and identified targets and will be assessed on statistical data and further community consultation.



## City Directions

Council developed a Community Engagement Strategy to assist in the development of the Bankstown Community Plan. The Community Engagement Strategy identified the key stakeholders and developed many ways to seek their input.

As part of the community engagement process, Council has gathered the community's ideas on the future and developed seven City Directions for 2021. There are strong linkages across the City Directions and related goals. Council will work to encourage and support opportunities for collaboration between key Council units and stakeholders to work together to deliver these City Directions.

For a full description of each of the City Directions, go to Section 3, 'Where will we be in 10 years?'

## Structure of the Plan

### City Direction

A signpost of what Bankstown wants to achieve in the next 10 years



### Goal

A measurable and specific aim or outcome of a City Direction



### Long Term Action

An action / program for Council to make a goal happen



## Liveable

- A city that is well planned, attractive and sustainable
- A city that provides affordable, attractive and sustainable housing
- A city with high quality community assets
- A city that protects and promotes its history and identity

## Connected

- A city with a safe and integrated street network for all users
- A city with public transport systems that meet the needs of residents, workers and visitors
- A city with convenient, equitable and accessible parking

## Green

- A city that protects the biodiversity value of its living spaces and corridors
- A city that improves its waterways
- A city with accessible parks and open space catering to all ages and cultures
- A city that is a leader in sustainability of its energy and water resources
- A city that reduces pollution, resource consumption and advances recycling and waste services

## Provide

- A city with high quality services catering for day-to-day needs
- A city that meets community health and wellbeing needs
- A city that is clean and safe

## Enjoy

- A city that is harmonious, inclusive and welcoming
- A cosmopolitan, vibrant and dynamic city
- A city with a broad range of recreation and leisure opportunities
- A creative city that provides artistic and cultural opportunities

## Invest

- A city that promotes long term economic and employment growth
- A city of lifelong learners
- A city that meets the demand for professional and specialised employment opportunities
- A city that provides for a greater range of youth employment opportunities

## Lead

- A city with an engaged community
- A city with an innovative, responsive and well managed Council





## The Integrated Planning and Reporting Framework

The aim of the NSW Integrated Planning and Reporting Framework is to improve the way that Council's long term planning meets the community's needs.

The diagram below outlines Bankstown Council's Integrated Planning Framework and shows the relationship between the Bankstown Community Plan, the Resourcing Strategy, Delivery Program and Operational Plan.



## Resourcing Strategy

The Resourcing Strategy provides information on how Council will implement responsibilities from the Community Plan, taking into account our workforce, finances and assets. The Resourcing Strategy will enable Council to deliver services to the community in the most sustainable way.

Council's Resourcing Strategy contains the following strategies:

1. Long Term Financial Strategy
2. Workforce Strategy
3. Asset Management Strategy

## Long Term Financial Strategy

Financial sustainability is one of the key issues facing local government due to factors such as cost shifting from other levels of government, ageing infrastructure and constraints on revenue growth.

Council's 10 year Long Term Financial Strategy contains the following components:

- Projected income and expenditure
- Balance sheet and cash flow statements
- Sensitivity analysis – highlighting factors that may affect financial performance
- Financial modelling for different scenarios
- Methods of monitoring financial performance

## Workforce Strategy

Council's four year Workforce Strategy identifies current workforce challenges, gaps; and resources needed to meet Community Plan commitments. The Workforce Strategy includes:

- Workforce skills identification and mapping
- Staff selection, recruitment and retention
- Learning and development
- Leadership and succession planning
- Equity and diversity
- Knowledge management

## Asset Management Planning

Council has infrastructure and other assets that would cost about \$1.143 billion to build today. These assets need to be managed in the most appropriate manner on behalf of and to service the community.

### 1. Asset Management Policy

Council's Asset Management Policy aims to provide clear direction for asset management and sets the framework for the preparation of Council's Asset Management Strategy and Plans.

## 2. Asset Management Strategy

The 10 year Asset Management Strategy guides the planning, construction, operation, maintenance and disposal of assets needed to meet requirements of the Bankstown Community Plan. Specifically the Asset Management Strategy provides details of the following:

- The current status of Council's assets and management practices
- How Council will improve or enhance their assets
- A risk assessment matrix
- The actions and resources to provide a defined level of service in the most cost-effective way

### 3. Asset Management Plans

Bankstown Council has developed four Asset Management Plans to detail the management of Council assets in the following infrastructure areas:

- Buildings and other structures
- Parks and recreation
- Roads and transport
- Stormwater

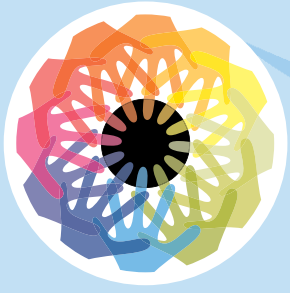
Each Asset Management Plan provides a long term assessment of the asset activities and actions required to deliver services. The plans include costs associated with maintenance, rehabilitation and replacement of assets. Council's Asset Management Plans have been presented as separate documents.

## Delivery Program

The Delivery Program details the activities that need to be undertaken to implement the strategies established by the Bankstown Community Plan within the resources available. It is intended to be a single reference for all principal activities undertaken by the elected Council during its four year term of office. All plans, projects, activities and funding allocations are directly linked to the Delivery Program.

## Operational Plan

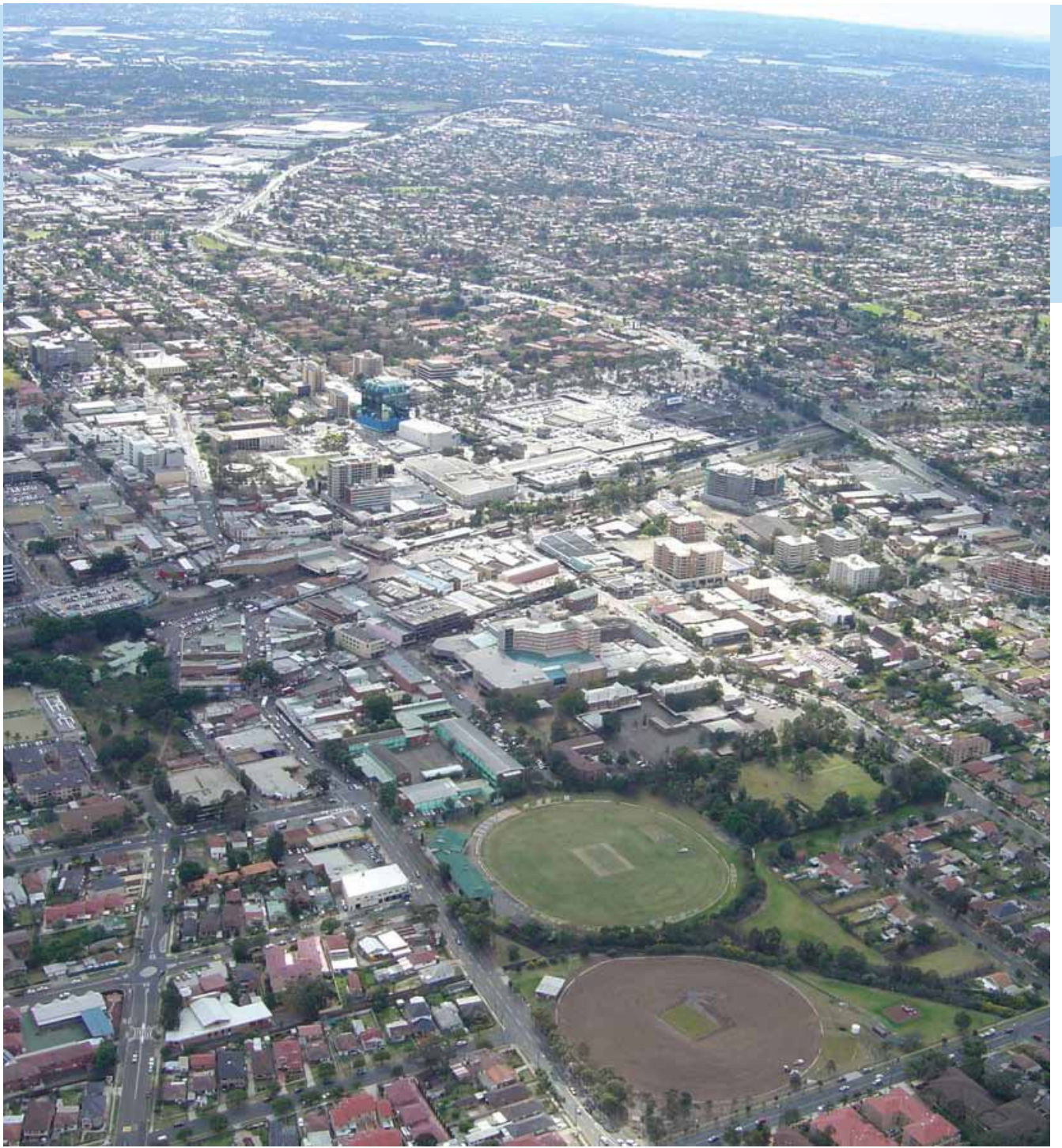
Bankstown City Council's Operational Plan supports the Delivery Program and provides details of the individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program.





# Section One

## **Where are we now?**



## Our city

Looking at Bankstown from a cultural, demographic and regional context allows us to plan for the future. Bankstown is located in Sydney's south western suburbs, 20km from the Sydney CBD. Bankstown is a residential, commercial and industrial area which covers 78 sq km and includes 25 suburbs.

Bankstown is surrounded by the local government areas of Canterbury, Liverpool, Auburn, Fairfield, Parramatta, Strathfield, Hurstville and Sutherland. Major arterial roads such as the Hume Highway, Canterbury Road, the M5, Stacey Street and Rookwood Road traverse our local government area.

## Our city includes:

- Bankstown Airport – the busiest general aviation airport in Australia
- Around 7300 businesses employing 61,200 people
- Dunc Gray Velodrome – site of Olympic and World Cup cycling events
- Georges River National Park and Lake Gillawarna
- Bankstown-Lidcombe Hospital
- University of Western Sydney – Bankstown campus
- Three TAFE campuses
- More than 90 schools
- Bankstown Memorial Oval – a premier cricket facility
- 300 public parks with 177 sporting fields

## Population and demographics

Bankstown's population is 183,157 with an additional 12,000 people expected to move into the area in the next 10 years. Most suburbs are expected to increase in population, with the key drivers being redevelopment opportunities in the Bankstown CBD and infill development in older suburbs such as Padstow and Yagoona.

In the next 10 years, Bankstown expects a significant increase in young adults and young families who will be attracted to our medium density housing.

Only 32.1 per cent of the Bankstown population hold post-high school education qualifications.

In Bankstown, the most common overseas birth places are Lebanon (8 per cent), Vietnam (7 per cent) and China (3 per cent). Our overseas-born population totals 35.8 per cent, with 32.3 per cent from a non-English speaking background.

## Health and wellbeing

The life expectancy of Bankstown residents is 78.8 years for male and 84.8 for females. This is comparable to the rest of NSW.

The Australian Bureau of Statistics publicises an index to rank geographic areas across Australia according to their socio-economic characteristics. According to 2006 figures, Bankstown is the 4th most disadvantaged local government area in the Sydney Statistical Division.

NSW Health also publishes data pertaining to adult health (aged 16 and over). Key statistics include:

- 8.0% of Bankstown residents have diabetes or high blood glucose, as compared with 7.4% of NSW
- 20% of Bankstown residents are obese, as compared with 17.4% of NSW
- 11.9% of Bankstown residents suffer from high and very high psychological distress, as compared with 11.5% of NSW

## Industry and employment

Bankstown is in a period of transition, with much of the area undergoing industrial restructuring, particularly manufacturing industries. Most Bankstown businesses (91.5 per cent) are small to medium enterprises with workforces of less than 20. These businesses are predominantly active in retailing, wholesaling, property and business services, construction and manufacturing.

The city is home to industry leaders in aeronautics, automotive components and service, metal fabrication, machine tooling and engineering, paint manufacturing, technology-based metal and plastics engineering, furniture production, printing and logistics.



## The NSW planning context

The Bankstown Community Plan provides a framework to guide Council in its planning and management of Bankstown while taking into consideration the objectives set out in regional plans such as the in the NSW State Plan and Metropolitan Strategy's West Central Subregional Strategy.

### The NSW State Plan

The NSW State Plan 2010 outlines a vision for the future of NSW. The State Plan identifies seven key priorities and targets for NSW:

1. Better transport and liveable cities
2. Supporting business and jobs
3. Education and training
4. Health System
5. Clean energy and environmental protection
6. Stronger communities
7. Community safety

### The Sydney Metropolitan Strategy

The Metropolitan Strategy is the long term strategic plan for the growth of Sydney to 2031. The draft Subregional Strategies act as a broad framework for the long term development of the area, guiding government investment and linking local and state planning issues.

## Council strategies

The Bankstown Community Plan describes the community's hopes and needs in light of the regional context and informs the development of Council's future strategies. These Council strategies explain how the organisation will go about understanding, improving, maintaining, funding and delivering its various services and assets.

### Local area and land use planning

In 2006, the NSW Government asked Bankstown to accommodate an additional 22,000 dwellings and 6000 new jobs over the next 25 years. This equates to a target of 880 new dwellings a year to 2031. In the same period, the population of Bankstown is projected to grow at an average annual rate of 0.7 per cent, with a projected decline in the average household size.

Local Area Plans translate the community's goals into a set of local improvements and developments. The Local Environmental Plan is an important tool for mapping out the different types of development. The Bankstown Development Control Plan 2005 sets out how these developments should function and look; as well as managing their impacts on the local environment and amenity.



## Bringing the community's wishes to life

The following are examples of how Council is working with other levels of government to turn your ideas into projects.

The relevant City Direction, Goal and Long Term Action are described for each project.

### Local area planning

Council is working with key stakeholders, the community and businesses to revitalise neighbourhoods with the aim of providing employment opportunities and improving residential amenity, the natural environment and infrastructure.

**Bankstown Community Plan:**  
**City Direction – Lead**

**Goal –** A city that is well planned, attractive and sustainable

**Long Term Action >** Plan to accommodate growth and change to reposition Bankstown for residential investment and renewal > Improve design quality and sustainability standards across all development

### Henry Lawson Drive Bike Path

The latest upgrade to the Henry Lawson Drive Bike Path consists of a new path and bridge over Milperra Creek through Gordon Parker Reserve. This new bike path provides better access to recreation areas, adds to Council's bike network and connects to the regional Bay to Mountains route.

**Bankstown Community Plan:**  
**City Direction – Connected**

**Goal –** A city with a safe and integrated street network for all users

**Long Term Action >** Provide a well planned and integrated network of on and off road bicycle routes

### Bankstown Arts Centre

The Bankstown Arts Centre is a \$5 million project which will provide flexible multipurpose spaces accommodating local arts groups and a venue for hire by community groups.

**Bankstown Community Plan:**  
**City Direction – Enjoy**

**Goal –** A creative city that provides artistic and cultural opportunities

**Long Term Action >** Develop and promote the heritage and culture of Bankstown's diverse communities through a range of programs





## Bankstown Community Plan principles

### Quadruple Bottom Line

The Quadruple Bottom Line (QBL) framework was chosen to ensure that the Bankstown Community Plan would be balanced and have a holistic approach. The QBL framework for sustainability allows Council to incorporate consideration of social and cultural development, environmental quality, economic prosperity and civic leadership to address the issues that face Bankstown as a city. This framework has been integrated into every part of the development of the Bankstown Community Plan. The framework will continue to be reflected in all documents and plans related to the Bankstown Community Plan.

In implementing the Bankstown Community Plan, Council will take into account the following social justice and sustainability principles. These principles state what we are trying to achieve and define some favourable planning outcomes.

### NSW Social Justice Principles

Social justice for local government means a commitment to ensuring:

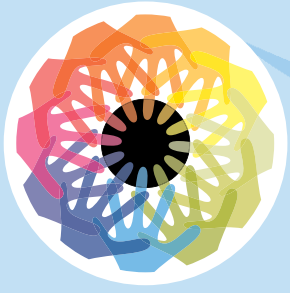
- Equity – there is fairness in the distribution of resources
- Rights – rights are recognised and promoted
- Access – people have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life
- Participation – people have better opportunities for genuine participation and consultation about decisions affecting their lives

## The United Nations – Local Agenda 21 and the National Strategy for Ecologically Sustainable Development

The principles contained in Agenda 21 and Australia's National Strategy for Ecologically Sustainable Development are compatible concepts. They encourage councils to promote local environmental, economic and social sustainability. These principles are:

- Integration – the effective integration of environmental, social and economic considerations in decision making
- Community involvement – recognition that sustainability cannot be achieved, nor significant progress made toward it, without the support and involvement of the whole community
- Precautionary behaviour – where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation
- Equity within and between generations – fairness and equal access to opportunities both in our lifetimes, as well as for future generations
- Continual improvement – the declining environmental situation means there is an imperative to take immediate action to become more sustainable and to make continual improvement
- Ecological integrity – to protect biological diversity and maintain essential ecological processes and life-support systems







## Section Two

# What did the community say?





The community engagement process has shown that the Bankstown community is diverse, passionate and positive about the future. Residents value and appreciate the area's multiculturalism, convenient location, local amenities, open space and proximity to the Georges River. Our residents feel very connected to their neighbourhoods and feel a sense of pride in the Bankstown area.

### Community engagement timeline

The Community Engagement Strategy was implemented through the following phases.



#### Phase 1 Community research

- Residents' panel survey
- Web forum (ongoing)



#### Phase 2 Develop the vision

- Information sessions
- Community events



#### Phase 3 Develop community goals

- Neighbourhood forums
- Advisory committee meetings



#### Phase 4 Develop long term actions

- Future Forum – Economic, Social, Environment, Leadership
- Youth Summit



#### Phase 5 Exhibit the plan

- Feedback sessions
- Written submissions

## Principles of engagement **Community engagement objectives**

Bankstown City Council is guided by the core principles of public participation and community engagement. These principles were formally adopted in Council's Community Engagement Policy and are listed below:

- We will be fair, transparent and inclusive
- We will act with honesty, integrity and respect
- Our processes will be informed and effective

The objectives of the Community Engagement Strategy are to:

- Develop a vision for our community
- Identify priority issues for local suburbs
- Develop City Directions and Goals for the City
- Determine Long Term Actions for Council and other stakeholders
- Develop performance measures





## How was the community engaged?

The Bankstown community were engaged through a number of mechanisms.

Engagement method	Responses
Council engaged with key stakeholders by attending issue-based forums, meeting with advisory committees and briefing interagency groups	Over 1200 face-to-face discussions
Community awareness was raised at six neighbourhood information sessions, festivals and neighbourhood centres	405 community members attended
Six neighbourhood forums were held to focus on local issues Four future forums were held to focus on environmental, social, economic and civic leadership issues	559 community members attended
A Youth Summit	110 young people between the ages of 14 and 22 attended
An interactive website with online forums was established <a href="http://www.bankstowncommunityplan.com.au">www.bankstowncommunityplan.com.au</a>	Over 2500 website visits
The members of the Bankstown Residents Panel were surveyed	480 written responses received (eg surveys, comments)
Reply-paid survey postcards were handed out at key locations	



## What they told us

The community engagement findings have been incorporated into each stage of the Bankstown Community Plan's development. The community has told us:

- Their vision for the future of Bankstown
- What they value about their neighbourhoods and the city
- What is working well in the city
- The social, environmental and economic issues that most concern them
- Their big ideas for Bankstown
- Some "quick wins" to resolve issues
- Ideas to make the biggest difference to the city
- Ways for them to be involved in delivering the Plan
- Their priorities for the city

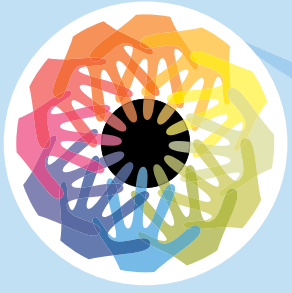
## Exhibition of the plan

In order to complete the Bankstown Community Plan, Council conducted three final sets of engagement. These sessions were carried out to confirm the community's feedback, discuss partnership opportunities with other agencies and develop Council's own plans and actions. The information derived from these sessions has been incorporated into the final Bankstown Community Plan.

Council will continue to engage and discuss partnership opportunities with the community and stakeholders during the implementation and review of the Bankstown Community Plan.

[www.bankstowncommunityplan.com.au](http://www.bankstowncommunityplan.com.au)



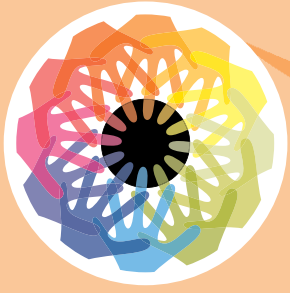




## Section Three

# Where will we be in 10 years?





## Liveable

Our community wants to retain the character, built heritage, sense of community and village atmosphere of Bankstown's suburbs. The community wants to look to the future by incorporating environmentally sensitive and attractive design features into local centres and community assets.

Council has a role in ensuring that future development retains Bankstown's identity and character while responding to future growth. The built heritage of Bankstown provides our community with a sense of identity, pride and history and makes an important contribution to the character of the city.

Local area planning can create vibrant local town centres by retaining essential goods and services, keeping residential options affordable and providing facilities to cater to Bankstown's growing population.

### What can I do?

- **Support local community facilities and shops**
- **Tell Council about how community facilities can better meet your needs**
- **Read about and visit one of the heritage sites in Bankstown**

## A city that is well planned, attractive and sustainable

- Plan to accommodate growth and change to reposition Bankstown for residential investment and renewal
- Improve design quality and sustainability standards across all development
- Incorporate water quality and quantity, biodiversity and energy into Bankstown's Local Environmental Plan and Development Control Plan
- Expand and enhance public spaces in the CBD and town centres
- Improve the infrastructure and local environment of industrial areas

## A city that provides affordable, attractive and sustainable housing

- Enhance the functional appearance and amenity of developments in Bankstown
- Ensure new development considers the existing streetscape character of the locality
- Ensure new residential development is within walking distance of facilities and infrastructure

### A city with high quality community assets

- Plan and provide infrastructure to meet future community needs
- Develop and rollout asset plans for key infrastructure
- Plan community centres to incorporate outdoor spaces

### A city that protects and promotes its history and identity

- Capture the history of Bankstown for future generations
- Work with developers and community groups to preserve heritage areas, historic homes and restore main attractions
- Integrate heritage into plans and community education
- Establish Sydney's best local civic precinct in the Bankstown CBD

#### Measure

Design

- City aesthetics

Accessible facilities, services and businesses

- Proximity to key services and town centres

Condition of facilities

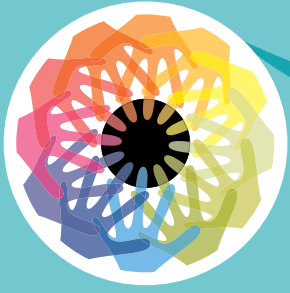
- Condition reports
- Community satisfaction

#### Potential partners

Local government associations, education providers and community members.

Regional organisations.

Government agencies responsible for transport, heritage, research, planning, population, infrastructure and local government.



## Connected

The community wants a well connected transport network, with services and infrastructure that serve their needs while being sustainable, efficient and affordable. Walking and cycling paths are increasingly valued by the community. Our high car ownership rates, coupled with an increasing number of our residents favouring cars over other forms of transport, means that a number of our local road networks have high levels of congestion. This makes the management of traffic through our city a key priority. The community has also expressed concern over parking, requesting more convenient parking close to businesses but with better enforcement of timing and restrictions.

Planning for local areas should aim to reduce the reliance on private vehicles and fossil fuels in an integrated multi-modal network. Installing more designated bike and pedestrian paths connecting key locations around the city can provide practical and sustainable transport options to driving. Council will investigate the provision of better public transport and congestion management initiatives and continue to advocate to the state government on behalf of our community.

### What can I do?

- **Use public transport more frequently**
- **Organise a carpool for regular trips**
- **Form an action group to get better public transport in your area**

### A city with a safe and integrated street network for all users

- Improve road safety in Bankstown by implementing strategies for safe roads, safe speeds, safe vehicles and safe people
- Provide cycling and pedestrian facilities eg bike lockers and racks
- Upgrade and install more street signage to improve visibility and movement around Bankstown
- Have safe, efficient and consistent speed limits on local streets and improve road safety
- Improve access and mobility for pedestrians, cyclists, mobility-impaired groups and public transport users
- Provide a well planned and integrated network of on-road and off-road bicycle routes

- Work with neighbouring councils, transport bodies and other levels of government to develop an integrated transport framework for Bankstown
- Develop a good understanding of how people expect to move around and then plan local centres to suit needs
- Lobby state and federal governments for a firm funding commitment and timetable for the M5 expansion
- Design and maintain safer, more attractive and cleaner city arrival points and gateways to the city

### A city with public transport systems that meet the needs of residents, workers and visitors

- Conduct a study of movements around and through the city to obtain a better understanding of public transport needs and opportunities
- Improve the accessibility of transport infrastructure, services and information
- Lobby other levels of government to provide reliable public transport for all users
- Investigate the feasibility of providing a hop on, hop off bus to transport people to key services and attractions

- Improve the integration of bus and rail transport
- Provide local groups and residents with the support needed for them to be able to effectively advocate for their transport needs
- Revitalise the railway precinct in Bankstown
- Provide affordable and environmentally friendly transport options for the community

### A city with convenient, equitable and accessible parking

- Provide parking close to businesses and public transport
- Investigate the feasibility of developing perimeter parking outside of congested areas and shuttling commuters into the CBD
- Ensure compliance with parking restrictions
- Set appropriate time limits and nominal fees for parking

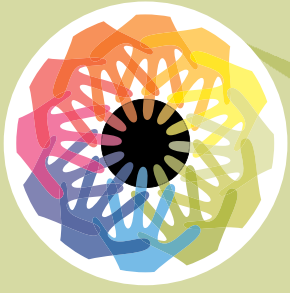
#### Measure

Connectivity	<ul style="list-style-type: none"> <li>• Travel times</li> <li>• Footpaths in residential areas</li> <li>• Bus coverage of the LGA</li> </ul>
Cycling, walking and using public transport	<ul style="list-style-type: none"> <li>• Public transport usage</li> <li>• Bicycle usage</li> </ul>
Parking	<ul style="list-style-type: none"> <li>• Accessible parking</li> <li>• Carpark utilisation</li> </ul>

#### Potential partners

Transport advocates and associations, taxi companies, community transport providers, bus companies and commuters.

Government agencies responsible for justice, community safety, law enforcement, transport and infrastructure.



## Green

The community wants clean waterways, healthy green corridors and to produce a smaller environmental footprint. The community also wants Bankstown to be leader in environmental protection and management. Council will be pursuing a number of initiatives in the coming years in the areas of energy, water, biodiversity, transport, waste and sustainable corporate processes.

Many of these actions, while led by Council, will be carried out in partnership with the community, regulatory authorities and other stakeholders. Council will also participate in catchment-wide and regional initiatives to ensure that environmental programs are coordinated across local government boundaries.

### What can I do?

- **Reduce waste, re-use and recycle**
- **Take public transport or ride a bike to work**
- **Reduce consumption of energy, fossil fuels and water**
- **Visit local parks and the Georges River**

### A city that protects the biodiversity value of its living spaces and corridors

- Protect and manage biodiversity values on public and private land
- Create more green corridors throughout suburbs and local centres
- Create green residential streets across the city using local species
- Develop an organic community garden, education and networking centre that operates on permaculture principles

### A city that improves its waterways

- Implement recommendations from Georges River estuary management studies
- Develop catchment action plans to improve the health of waterways
- Implement recommendations from flood risk management plans

### A city with accessible parks and open space catering to all ages and cultures

- Review the provision of toilets and shade structures in parks
- Review provision of open space across the local government area

### A city that is a leader in sustainability of its energy and water resources

- Install solar lighting in selected public locations
- Set an example to the community by improving Council's energy rating
- Provide information and education on energy efficiency
- Work with the community to increase carbon offsets
- Develop and implement stormwater pollution prevention programs
- Increase grey water reuse in new development
- Develop and implement rainwater harvesting and water conservation programs



**A city that reduces pollution, resource consumption and advances recycling and waste services**

- Develop long term local waste and recycling options and continue to reduce waste going to landfill
- Investigate alternative ways of collecting waste and review frequency of waste pickup
- Reduce consumption and increase reuse and recycling of resources
- Work with businesses to ensure they are planning for how their products will be disposed of or recycled
- Enable recycling at public events
- Work with Bankstown Airport to address noise abatement and road congestion
- Investigate and advocate for programs to reduce noise pollution from cars, motorbikes, trucks and freight movement
- Implement air pollution reduction measures

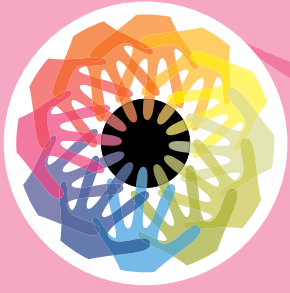
**Measure**

Habitat health	<ul style="list-style-type: none"> <li>• Water quality</li> <li>• Bushland conservation and biodiversity protection</li> </ul>
Parks and open space	<ul style="list-style-type: none"> <li>• Share of parks and open space</li> <li>• Distribution of parks and open space</li> </ul>
Energy and water consumption	<ul style="list-style-type: none"> <li>• Energy use by sector and per capita</li> <li>• Water use by sector and per capita</li> </ul>
Waste diverted from landfill	<ul style="list-style-type: none"> <li>• Proportion of recycled waste</li> </ul>

**Potential partners**

Local environment groups, catchment and river management authorities and waste management services.

Government agencies responsible for climate change, energy efficiency, sustainability and environment.



## Provide

The community has asked for a broad range of services and programs based around well serviced centres and facilities. The community has put an emphasis on promoting the sense of pride in Bankstown by improving cleanliness and perceptions of safety. These considerations impact on the services and community activities that Council provides, especially with a larger proportion of young people, families and older residents compared to the rest of Sydney.

Council plays a key role in planning and advocating for community services, supporting local groups and organisations and managing community and cultural facilities. Recognising that many services are beyond the domain of local government, Council maintains strong community networks and partnerships locally and in the wider south-western Sydney region.

### What can I do?

- **Tell someone outside the area why you love living in Bankstown**
- **Find out about the community activities and programs provided by Council**
- **Report safety and maintenance issues**
- **Look after your neighbourhood by keeping it tidy and report graffiti and illegal dumping**

### A city with high quality services catering for day-to-day needs

- Optimise the services within Bankstown Town Hall
- Develop hubs where community members can access information, advice and services
- Improve the delivery of Council services
- Review service delivery for target groups (eg youth, aged) in response to demographic changes
- Support youth centres to provide a broad range of constructive and safe activities

- Provide information to the community about services offered by Council, community organisations and government agencies
- Review existing Meals on Wheels service and facilities
- Improve the health of the community by encouraging and providing opportunities for physical activity for all residents
- Create a village atmosphere in suburbs by decentralising services that meet everyday needs

### A city that meets community health and wellbeing needs

- Support and promote programs for people of all ages
- Provide activities for children with disabilities
- Support and promote grant opportunities available to community organisations
- Ensure local integration with emerging federal and state health structures
- Facilitate opportunities for co-location of community services
- Lobby state and federal governments to ensure high quality services are provided within Bankstown
- Promote access to fresh, nutritious and affordable foods

## A city that is clean and safe

- Strengthen litter prevention programs
- Provide more responsive compliance enforcement
- Work with the community and key stakeholder to improve safety and reduce crime
- Implement graffiti and vandalism initiatives
- Encourage residents and business owners to keep premises and surroundings clean and attractive
- Continue to improve lighting in streets and public places

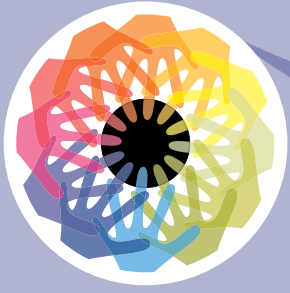
### Measure

Satisfaction with services	<ul style="list-style-type: none"><li>• Community satisfaction</li></ul>
Community health & wellbeing	<ul style="list-style-type: none"><li>• Social disadvantage</li><li>• Risk of diabetes</li><li>• Mental health</li></ul>
Cleanliness	<ul style="list-style-type: none"><li>• Dumped rubbish</li><li>• Abandoned vehicles</li><li>• Graffiti</li></ul>
Community safety	<ul style="list-style-type: none"><li>• Reported crime statistics</li><li>• Perceptions of safety</li><li>• Road safety</li></ul>

### Potential partners

Local agencies providing programs and services in areas including multicultural networks, youth development, children's services, community development, aged care, disability services, women's support; and service clubs.

Government agencies responsible for health, ageing, immigration, human services, housing, communities, disability, child protection, justice and community safety.



## Enjoy

The community wants the city to have a strong sense of identity, an excellent reputation and a significant role in the region. The community wants a dynamic CBD and town centres where people can get together during the day and night. Council will undertake long term planning to ensure the amenity, safety and economic vitality of the CBD and its town centres.

More than one-third of Bankstown's population was born overseas and our community values cultural diversity, indigenous heritage and wants more opportunities to get involved in cultural and social activities. The wider community also wants activities that bring people together. To deliver on these needs, Council is working on a range of community development programs, and a range of festivals, performances and exhibitions.

### What can I do?

- **Meet or visit someone from a different background, religion or culture in Bankstown**
- **Get involved in local artistic and cultural activities and events**
- **Attend a local festival**
- **Join a sport or leisure group**

### A city that is harmonious, inclusive and welcoming

- Support and promote community events which create community interaction and cohesion
- Implement a multicultural strategy to ensure an appreciation of our cultural diversity, encourage participation and provide opportunities for all members of our community
- Develop a "Get to know your neighbour" campaign

### A cosmopolitan, vibrant and dynamic city

- Encourage and support the development of outdoor eating and after hours entertainment areas
- Develop and promote attractions to encourage people to visit Bankstown

### A city with a broad range of recreation and leisure opportunities

- Promote Bankstown’s calendar of events to the community
- Promote the Georges River: art, tours, recreation
- Promote active participation in sport and recreation

### A creative city that provides artistic and cultural opportunities

- Promote a vibrant and flourishing cultural life focusing on Bankstown’s unique social and cultural fabric and its natural environment
- Develop and promote programs within the Bankstown Arts Centre
- Develop and promote the heritage and culture of Bankstown’s diverse communities through a range of programs

#### Measure

Community connectedness

- Sense of community pride
- Social capital

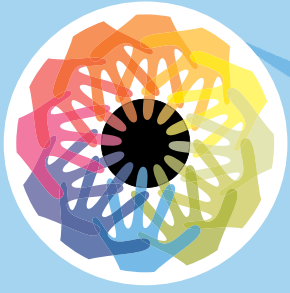
Cultural and recreational opportunities

- Attendance at events
- Usage of sports and recreation facilities

#### Potential partners

Sports centres, sporting associations, arts and cultural groups and licensed clubs.

Government agencies responsible for community development, infrastructure, arts, sport, tourism, community harmony and social inclusion.



## Invest

The community wants more jobs and education opportunities and access to shops and services in their local neighbourhoods. The community wants opportunities to improve their skills and to be provided with more information on how to access education opportunities. Bankstown has a higher proportion of workers in unskilled or semi-skilled occupations than the rest of Sydney and a lower proportion of managers and professionals. In our community, only a small proportion of people have formal qualifications.

Bankstown is in a period of transition with industrial restructuring resulting in job losses, particularly in older manufacturing industries, which are yet to be replaced by new “higher order” jobs. Manufacturing is Bankstown’s largest industry sector with around 18,000 jobs, followed by retail trade, health and the community services sector. Council will plan for and work with local industry to ensure continued development in these sectors.

In order to maintain economic growth, Council will work to reposition Bankstown as a key employment and development destination. This will require a more varied approach to employment lands planning with intensification in some precincts and possible conversion to mixed use or residential in other precincts.

### What can I do?

- **Shop locally to support the Bankstown economy**
- **Create opportunities for trainees, work experience and apprenticeships**

### A city that promotes long term economic and employment growth

- Work with small and new businesses to enhance employment creation
- Create vibrant employment centres which generate business demand
- Promote investment in Bankstown
- Strengthen the current cluster of industries in Bankstown
- Work with tourism operators in Bankstown and the broader Sydney metro region to promote the advantages of coming to and staying in Bankstown

### A city of lifelong learners

- Review the capacity of libraries to meet current and future learning opportunities
- Build partnerships with educational institutions to develop the skills and knowledge of local residents
- Implement a range of education programs and initiatives to help small and new businesses in Bankstown

- Provide internet connectivity in public hot-spots and key facilities

### A city that meets the demand for professional and specialised employment opportunities

- Maximise and develop key strategic assets including Bankstown Airport, University of Western Sydney, Bankstown-Lidcombe Hospital and key precincts
- Identify and pursue opportunities to attract a diversified range of employers to Bankstown and link these to training and education in the area
- Modernise and reposition industry to build on Bankstown's geographical advantages

### A city that provides for a greater range of youth employment opportunities

- Facilitate work experience, training and mentoring programs for young people
- Work with small and new business to enhance employment creation for young people

## Measure

### Employment

- Labour force participation rate
- Youth employment

### Education and skills development

- Population with tertiary qualifications
- Population without post school or trade qualification

### Business start-ups and diversity

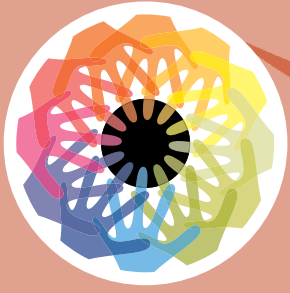
- Business start-ups (less closures)
- Businesses by industry and size

## Potential partners

Local employers, education institutions including TAFE NSW - South Western Sydney Institute and UWS, training providers and established business networks.

Regional training and group training organisations.

Government agencies responsible for employment, industry, investment, trade, education and training, development and aviation.



## Lead

The community wants more opportunities to participate in local activities and to foster more caring and connected neighbourhoods. The community identified greater public awareness and communication with residents as an area which could be improved, including opportunities to provide feedback.

Council has a key role in ensuring that all members of the community have an opportunity to take part in Council's decision making processes and are supported in accessing information, resources and services. This is vital in ensuring that the needs and priorities of our community are understood and incorporated in Council's operations and strategic planning.

### What can I do?

- **Join or volunteer at one of the many local organisations involved in community projects**
- **Make sure your community organisation is listed on Council's Community Directory**
- **Talk to one of your Councillors about ideas and suggestions for improving Bankstown**
- **Attend Council meetings**
- **Visit Council's website and read local newspapers to keep up-to-date**

### A city with an engaged community

- Increase opportunities for community participation in Council's decision making processes
- Work with the community, especially young people to encourage a sense of ownership and pride in Bankstown
- Provide guidance and support to local groups on advocacy and activities
- Develop Council's website to expand access to information and use



- Develop strong and effective partnerships between Council, community organisations, business and government agencies
- Improve residents' understanding of Council's role through improved communication processes and clear terminology
- Assist community groups and organisations who want to hold local events
- Set up noticeboards in neighbourhoods to provide information to all members of the community
- Learn from and cultivate Aboriginal and Torres Strait Islander values and knowledge

**A city with an innovative, responsive and well managed Council**

- Develop a culture of best practice service delivery and outcomes
- Ensure Council officers are provided with adequate skills and resources to be responsive to community needs
- Maintain a sound governance framework to ensure accountability in all Council operations
- Ensure Council remains financially sound

**Measure**

Community participation	<ul style="list-style-type: none"> <li>• Volunteering rates</li> <li>• Formal voting rates</li> </ul>
Community awareness	<ul style="list-style-type: none"> <li>• Understanding of Council's role</li> </ul>
Council training and development	<ul style="list-style-type: none"> <li>• Training and development expenditure</li> </ul>

**Potential partners**

Community members, neighbourhood centres, community organisations, charities, places of worship and youth centres.
Regional organisations and local government associations.
Government agencies responsible for community engagement, social inclusion and local government.



### Beacon ideas

Council will investigate a range of suggested initiatives that could go beyond the “business as usual” approach to achieving the seven City Directions. The following list has been developed with input from the community as well as a broad engagement process with Council staff.



### Neighbourhood multipurpose facilities

Provide high quality multipurpose facilities located in key neighbourhoods across Bankstown to provide equitable access to physical, cultural and social resources for all residents.



### Evening dining and entertainment venues

Transform Bankstown into the premier city to visit for multicultural food by developing food festivals, markets and after hours dining across the city.

### Redevelop the Bankstown civic precinct

Renew the Bankstown civic precinct to provide a strong CBD identity, good transport connections and lively cultural spaces including public art.

### Bike and pedestrian paths connecting town centres

Create a network of pedestrian and bike paths to connect all town centres and the CBD and provide excellent facilities to encourage their use.

### Expand volunteering programs

Develop a volunteering program to encourage civic participation and engagement in the community. The program would involve matching volunteers' skills and experiences with the volunteering opportunities available.

### Landmark building in CBD

Develop a landmark building in the CBD to highlight Bankstown's growing significance in the Greater Sydney region. The building should demonstrate a high level of design excellence and environmental performance.

## Community health partnerships

Work with community organisations and government agencies to promote health programs for disadvantaged groups; in particular, youth and culturally and linguistically diverse communities. This could include the establishment of a youth friendly health service for young people and their families.

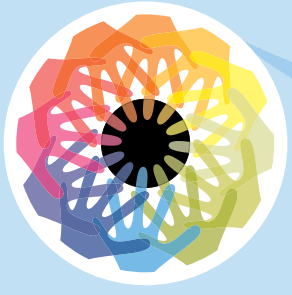
## Trigeneration energy technology

Install a precinct based trigeneration system to supply electricity, heating and cooling to Council buildings and nearby non-Council buildings to reduce greenhouse gas emissions and to provide long term energy security.

## Business-Education-Council partnerships

Increase networks between local employers, the education sector and Council to provide clear pathways for youth to graduate from study to work.







## Section Four

# How will we get there?





## Working with the community

Council implemented a Community Engagement Strategy to capture local community and stakeholder input as part of the development of the Bankstown Community Plan. Council will continually look for opportunities to involve the community in implementing the Bankstown Community Plan through volunteering opportunities, reference panels and steering committees.

## Service levels

Council's renewed focus on community engagement has opened up important discussions about funding priorities, service levels and planning for a financially sustainable future. Although it may be difficult to gain consensus on levels of service, Council recognises that it is helpful to hold these discussions.

Future service levels provided by Council will be determined through community and customer consultation. This is an ongoing process as Council evaluates the efficiency and effectiveness of its existing services.

## Engaging Council staff

Internal engagement has been vital in ensuring that Council staff are involved throughout the Bankstown Community Plan development process. Council staff have gained a deeper understanding of community issues and have developed the organisational structures, projects and actions to deliver on the expectations of the community.

Council staff from every unit at Council have been involved in facilitating community forums. Council staff have acted as subject matter experts and developed the community's input into future actions and plans. During the process, regular updates were provided to Council executive and operational management teams, enabling discussion on vision, values and actions for the Bankstown Community Plan.

During the implementation phase, Council will inform the community of progress on the Bankstown Community Plan and related regional plans.

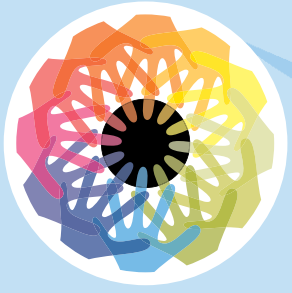
## Key stakeholders

While Council has a custodial role in initiating, preparing and maintaining the Bankstown Community Plan, we are not wholly responsible for its implementation. Other partners, such as state agencies and community groups, will be engaged in delivering the long-term goals of the Plan.

As part of the development of the City Directions of the Bankstown Community Plan, Council has identified and engaged key partners and stakeholders and will continue this process by:

- Identifying and working with partners to deliver on the community's feedback
- Identifying the strategic plans and projects that contribute to the Bankstown community
- Working with partners to develop future plans and actions reflecting the community's feedback

We will work with our neighbouring councils in the Southern Sydney and Western Sydney Regional Organisation of Councils to deal with common issues, particularly those that cross boundaries.







## Section Five

# How will we know we have arrived?





## The State of our City Report

Council will develop a State of the City Report six months before each Council election. This report will outline the city's progress in implementing the Bankstown Community Plan. The report will assess:

- Progress made towards achieving the Community's Vision for Bankstown
- Progress made towards achieving the City Directions
- Contribution and level of involvement from stakeholders in the implementation of the Bankstown Community Plan

## Annual Report

The main focus of the Annual Report will be to report progress in implementing Council's Delivery Program and Operational Plan. The report will address each of Council's strategic responses to the Bankstown Community Plan and it will also state what Council has done to achieve the Community's Vision. The Annual Report will also include a financial summary and asset report.

## Developing performance measures

Performance measures will help us determine whether the quality of life and environment in Bankstown is improving. This will enable Council and other stakeholders to develop strategies and commit resources to areas that require attention.

A series of 22 performance measures, linked to each City Direction and their related Goals, has been developed to assess trends across the city. Individual indicators will be selected for each of the performance measures, targets will be set and baseline data collected.

See the individual City Directions for the relevant performance measures.

## Review of the Plan

Although the Bankstown Community Plan is a 10 year plan, it is important it is revisited periodically to ensure it remains relevant to the community. This review occurs every four years, immediately after the new Council is elected.

During the review, the community may wish to change the City Directions or Goals if they have not proven effective and add long term actions. This will allow Council to prepare a new Delivery Program and budget in response to any changes in the next financial year.



## Translations

سنوات من الآن وتقوم بالارشاد عن 10 إن خطة مجتمع بانكستاون هي وثيقة إستراتيجية تحدد الرؤية لمدة بانكستاون سبع اتجاهات للمدينة وهي: بع الأعمال التي يجب القيام بها لتحقيق هذه الرؤية. ستت

- ملأئمة للعيش
- مرتبطة جيداً
- مدينة خضراء
- خدمات
- الترفيه
- الاستثمار
- مدينة رائدة

9707 9999 إذا كنت في حاجة إلى المساعدة في فهم هذه الوثيقة برجاء الاتصال بالبلدية على الرقم

Kế Hoạch Cộng Đồng Bankstown (Bankstown Community Plan) là một văn kiện sách lược trong đó phác thảo một viễn kiến 10 năm và hướng dẫn các hành động để đạt được viễn kiến này. Bankstown sẽ theo đuổi bảy Đường Hướng của Thành Phố:

- Dễ sống
- Nói kết
- Xanh
- Cung cấp
- Thích thú
- Đầu tư
- Dẫn đầu

Nếu quý vị cần được giúp để hiểu được văn kiện này, xin liên lạc với Hội Đồng ở số 9707 9999.

賓士鎮社區計劃是一份策略文件，概述未來10年的構想及實現這些構想的指引行動。賓士鎮將會朝著七大大市發展方向邁進：

- 宜居
- 四通八達
- 綠化
- 服務提供
- 享受
- 投資
- 前領

如果你在了解這份文件方面需要幫助，請致電9707 9999聯絡市議會。





## **Bankstown City Council**

PO Box 8 Bankstown NSW 1885  
Phone: 02 9707 9484 Fax: 9707 9070  
Email: [communityplan@bankstown.nsw.gov.au](mailto:communityplan@bankstown.nsw.gov.au)  
[www.bankstown.nsw.gov.au](http://www.bankstown.nsw.gov.au)

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